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CENTRAL INTELLIGENCE AGENCY

Office of Legislative Liaison  
Washington, D.C. 20505

STAT

9 April 1984

**TO:** Dr. Gary Schmitt  
Minority Staff Director  
Select Committee on Intelligence  
United States Senate  
Washington, D.C. 20510

Gary:

Please pass to Senator Moynihan.

Sincerely,

STAT

[Redacted Signature]

Clair E. George  
Director, Office of Legislative Liaison

Enclosures

FORM  
3-79

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OBSOLETE  
PREVIOUS  
EDITIONS.

(40)

# **CENTRAL INTELLIGENCE AGENCY**

## **CREDO**

**We** are the Central Intelligence Agency.

**We** produce timely and high quality intelligence for the President and Government of the United States.

**We** provide objective and unbiased evaluations and are always open to new perceptions and ready to challenge conventional wisdom.

**We** perform special intelligence tasks at the request of the President.

**We** conduct our activities and ourselves according to the highest standards of integrity, morality and honor and according to the spirit and letter of the law.

**We** measure our success by our contribution to the protection and enhancement of American values, security and national interest.

**We** believe our people are the Agency's most important resource. We *seek* the best and work to *make them* better. We subordinate our desire for public recognition to the need for confidentiality. We strive for continuing professional improvement. We give unfailing loyalty to each other and to our common purpose.

**We** look to our leaders to stimulate initiative, a commitment to excellence, and a propensity for action; to reward and protect us in a manner which reflects the special nature of our responsibility, our contribution, and our sacrifices; and to promote among us a sense of mutual trust and shared responsibility.

**We** derive our inspiration and commitment to excellence from the inscription in our foyer: "And Ye shall know the truth and the truth shall make you free."

REMARKS OF WILLIAM J. CASEY

DIRECTOR OF CENTRAL INTELLIGENCE

BEFORE

THE COMMONWEALTH CLUB OF CALIFORNIA

PALO ALTO, CALIFORNIA

3 APRIL 1984

**A Progress Report:**  
***In Search of Excellence***

**by the DCI**

## IN SEARCH OF EXCELLENCE

16 MARCH 1984

A FEW WEEKS AGO I SPOKE TO YOU IN THIS SAME AUDITORIUM AND ASKED FOR YOUR HELP IN UNLEASHING A PROCESS TO GET FROM EVERY CORNER OF OUR ORGANIZATION A BROAD EXAMINATION OF WHAT WE ARE ABOUT, AND WHAT WE WANT TO FOSTER AND ENCOURAGE. I ASKED YOU TO DEVELOP A CONCISE STATEMENT OF GOALS, PRINCIPLES AND STANDARDS OF EXCELLENCE THAT WOULD BOTH REFLECT WHAT MAKES CIA GREAT AND SERVE AS A CONTINUING CHALLENGE TO US NOT TO REST ON OUR LAURELS, BUT TO CONSTANTLY STRIVE FOR SUPERIOR PERFORMANCE AND EXCELLENCE. TO GIVE YOU A STRAWMAN, I PROVIDED A ROUGH DRAFT OF WHAT SUCH A STATEMENT MIGHT CONTAIN. I ALSO ASKED FOR ANY OTHER IDEAS OR SUGGESTIONS THAT ANYONE MIGHT HAVE FOR FOSTERING AN ATMOSPHERE OF CREATIVITY AND A BIAS TOWARD ACTION. I DIDN'T WANT TO NAME A HUNDRED PEOPLE OR A DOZEN TASK FORCES TO WORK MANY MONTHS IN ORDER TO PRODUCE HUNDREDS IF NOT THOUSANDS OF PAGES OF ANALYSIS AND RECOMMENDATIONS AS SO MANY ORGANIZATIONS HAVE DONE. INSTEAD I WANTED TO INVOLVE ALL OF YOU IN EXAMINING AND DISCUSSING OUR MISSION AND HOW WE COULD DO IT BETTER AND HAVE YOU GIVE ME YOUR IDEAS IN THREE WEEKS.

~~SECRET~~

REMARKS OF WILLIAM J. CASEY  
DIRECTOR OF CENTRAL INTELLIGENCE  
TO  
CIA EMPLOYEES

CIA AUDITORIUM  
24 JANUARY 1984

SECRET